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THE RELATIONSHIP BETWEEN PERCEIVED AUTONOMY SUPPORT AND PERCEIVED JUSTICE

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Abstract

Previous studies have a little attention on the impact of perceived autonomy support on the justice. This study examines the impact of perceived autonomy support from supervisor and from environment toward perceived procedural justice and interpersonal justice. Based on self interest model and basic need theory, this study hypothesized that individual's perception of autonomy supported both from supervisor and work environment would affect his/ her perception of procedural. Based on need fulfillment theory, this study hypothesized that individuals' perception of autonomy supported both from supervisor and work environment affect interpersonal justice. This study used 234 lecturers for sample and regression analysis for analyzing the data. The results support the hypotheses that the higher individual perception of autonomy supports from both supervisor and work environment is, the higher is individual perception of procedural justice and interpersonal justice. This result implicates that supervisor should build perception of autonomy support among individuals in organization by buiding trust culture, open communication culture, supportive culture to increase the individual perception of procedural and interpersonal justice.

Keywords: *autonomy support; procedural justice; and interpersonal justice.*

INTRODUCTION

Previous studies focused on the antecedents of perceived procedural and interpersonal justice, such as feedback speed, surveillance, decision control, and information privacy (Hollander-Blumoff, 2017; Thornton & Rupp, 2016; Heng, Dinev, Smith & Hart, 2011). Many studies explain how procedural and interpersonal justices are built (Thornton & Rupp, 2016; Escofet & Fortin, 2014). Thornton & Rupp (2016) posits about the effect of affiliation with management on decision control, and then, lead to perceived procedural justice. According to Escofet & Fortin (2014) how granted appeals affect procedural justice. All of this reasearch focused on individuals' controlling in decision making process. But, limited researchs give an attention on the impact perception of support for fulfilling basic need and procedural justice as well as interpersonal justice. Using the same theory with Escofet & Fortin (2014) and Thornton & Rupp (2016), this research focused on perception of supporting one of basic psychological need to affect perception of justice. This research focused on supporting

autonomy. This study aims to examine the impact perception of autonomy support and procedural justice as well as interpersonal justice.

Basic need theory (Wenguo, Jingmian & Dan, 2016) assumes that people need feel of autonomy for their well-being. Individual with lack of autonomy will feel anxiety, uncomfot, and the other negative affects (Onge, Morin, Bellehumeur, & Dupuis, 2009). Humans need autonomy support in all contexts including in work enviroment. Autonomy is a basic psychological need for all human beings. So, autonomy supports are always desired by all people in all contexts.

This research proposes basic need theory and self interest model to explain the relationships that are tested. Basic need theory and self interest models are integrated to explain the hypotheses in this research. Self interest model posits that control over decision procedures is a way to get individual's positive outcome as his/her interest. The more individuals' interests are achieved, the more procedural justice is perceived (Yang Fu & Zhang Lihua, 2012; Escofet & Fortin, 2014). Because autonomy is individuals' interest, this research proposes that when individuals feel autonomy support from their external factors, they will feel procedural justice in their work environment. Autonomy is basic psychological need for all humans. It means that autonomy becomes goals for everyone for all their activity. Autonomy is all human interest. Escofet & Fortin (2014) suggest that interest model suggesting that individuals desire to control over that procedures aligns with their favorable outcomes. When procedures provide individual's favorable outcomes, individual will perceived procedural justice enhanced.

Need fulfillment models explains how perceived autonomy support can increase perceived interpersonal justice. Interpesonal justice is a treatment fairness including of treating with dignity, respect (Colquitt et al., 2001). Autonomy is basic psychological need that must be fulfilled for everyone. So, organization that supports individuals' autonomy means that the organization has treated individuals with dignity. This study proposes that individuals' perception of autonomy support can increase individuals' perception of interactional justice.

Van Harten, Eva Knies & Leisink (2016) and Park & Searcy (2012) will supporting clasify autonomy support in workplace into perceived autonomy support from supervisor and perceived autonomy support for enviroment. The examples of autonomy support from suppvvisor are supervisor treatment for individuals to express their views, trust their work, and being involved in making decision relating to their job. Perceived autonomy support for environment is the atmosphere in organization such as trusting, supporting, cooperative and without constraint. Figure 1 shows research model. This study suggests that both perceived autonomy support have a relation with building perception of procedural justice and interational justice.

Autonomy support, procedural justice and interpersonal justice are tested in this research in individual perception. Autonomy is individual's feeling, so supporting this individuals' feeling occurs in individual's perception. Previous study showed that justice and autonomy support have variation among individuals (Van Harten, Eva Knies & Leisink, 2016; Park & Searcy, 2012; Zapata-Phelan et al., 2009). This research examines how individual basic need perception can form justice perception.

This study chooses lecturer workplace for the research context. The reasons are that lecturers have more variation in autonomy support rather than other job such as banker, employee in industries, and employee in public services. Lecturers work in scientific area. Their job includes lecturing, sharing knowledge, developing knowledge, conducting research, and finding a new phenomenon. This job needs autonomy support from organizations, supervisor, environment, and peers. This job characteristic makes lecturers have different rules and procedures from other profession. Lecturers have looser standard operating procedures and rules compared to the other professions. Lecturers have flexible schedule for their class meeting, doing research, writing academic paper, and others. But other employees have strict schedule such as what time to come to their office, lunch time, and others. So, the possible large variation in perceived autonomy support becomes the reasons of choosing this context. The variation of autonomy support in lecturer context depends more on the treatment that lecturers get from supervisor, environment and peers rather than from strict rules and procedures such as from other professions.

LITERATURE REVIEW

Self interest model suggests that individuals who feel their interests are granted by decision maker will that there is procedural justice in organization (Yang Fu & Zhang Lihua, 2012). Controlling procedures in decision making process is a way for people to get their interest or positive outcomes (Yang Fu & Zhang Lihua, 2012). When the individual's interest is achieved, individual will perceive the procedure that is fair. Justices exists in individual perception (Zapata-Phelan et al., 2009, Escofet & Fortin, 2014; Thornton & Rupp, 2016), not in organizational perception. Based on interest theory, procedural justice perception can be formed when individual's goals are achieved. In contrast, individuals that perceive their interest are ignored by decision maker will perceive that there is no procedural justice in organization. The theory is supported by previous research, its provides result that individuals whose appeals about their interest are granted will perceive procedural justice as high as individuals whose appeals are rejected. Procedural justice means that fair condition is related to the procedure that is used in decision making process. Procedural justice is perceived justice related to procedures, rules and policies that are used in works decision (Colquitt et al., 2001). It means that the procedures is applied consistently, consider all individual's need, and provide opportunity to correct decision that is not appropriate and free from bias.

All human have many interests in their live. The interests are all individual's need and wants. Procedural justice is a way for individuals to get their interest (Escofet & Fortin, 2014). Controlling decision are meant to get their wants. It is the reason why individuals were getting their wants in their organization, and feeling procedural justice.

Basic need theory posits that people have basic psychological need that have to be satisfied in all context, including in workplace (Wenguo, Jingmian & Dan, 2016). Autonomy is one of three human basic psychological needs. Baard (2002) defines that autonomy is individual's feeling that all of his/her behavior is his/her initiation and volition. Autonomy is a basic psychological need, so people must have an interest in autonomy supported from their supervisor and environment. Based on integration of self interest model and basic need

theory, we argue that individuals who perceive autonomy support will lead their perceive about procedural justice. People prefer procedures that maximize their personal outcomes (Escofet & Fortin, 2014) is meant that individuals ensure the best personal outcomes (Escofet & Fortin, 2014).

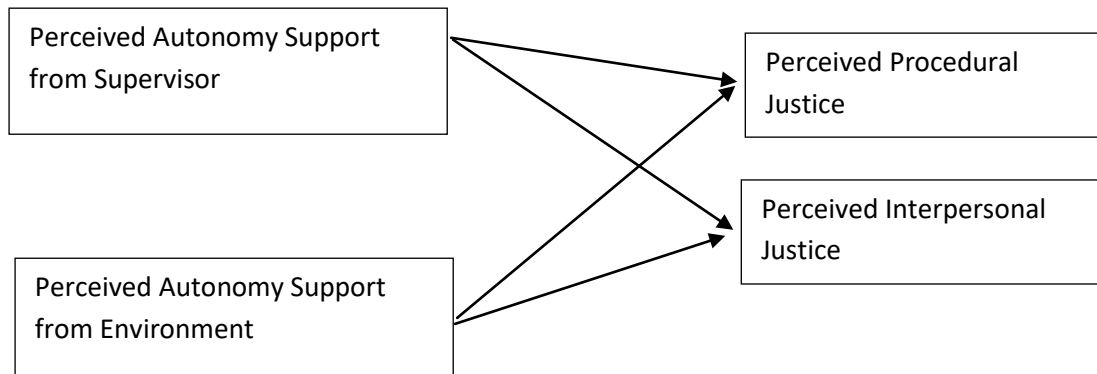


Figure 1
Conceptual Framework

Development of Hypotheses

Van Harten, Eva Knies & Leisink (2016) and Park & Searcy (2012) stated that autonomy supports in workplace are provided from supervisors, managers and environment. This research focused on lecturers context, so this study just examine autonomy supported from supervisor and environment. So, we propose

- H1: Individuals who perceive higher autonomy support from supervisor will perceive higher procedural justice than individuals who perceive lower autonomy support.
- H2: Individuals who perceive higher autonomy support from environment will perceive higher procedural justice than individuals who perceive lower autonomy support.

Interpersonal justice is perceived justice related to interpersonal treatment (Colquitt et al., 2001). Interpersonal treatment is related to feeling treated with dignity, respect and polite. When individuals feel that organization grant for all individuals' needs, they will feel treated with dignity and respect. Individual who is satisfied in autonomy feeling feels uncontrolled, unpressured (Kuvaas, 2009). All what he/she does are based on his/her volition. Then when individual feels autonomy, he/she feels appreciated. It leads to feel that organization and supervisor treats him/her appropriate. So,

- H3: Individuals who perceive higher autonomy support from supervisor will perceive interpersonal justice as higher rather than individuals who perceive lower autonomy support.
- H4: Individuals who perceive higher autonomy support from environment will perceive interpersonal justice as higher rather than individuals who perceive lower autonomy support.

RESEARCH METHODS

This study analyzed 234 lecturers as the sample. The lecturers are from five faculties in five universities. This study picked lecturers in Purwokerto, Indonesia. Lecturers for this study are individuals that have worked in minimal 3 year experiences. Choosing lecturers who have three year experiences in order to perceive about condition of their work environment, researcher distributed questionnaire for lecturers in anonymity. So, it will minimize desirability response bias. Researcher gives the questionnaire directly to the lecturers, and distributes the questionnaire for two month.

This study used measurement from Colquitt, Noe, & Jackson (2002) to measure procedural justice. I used four items with likert scale. Response choice ranges from 1 (small extent) to 5 (large extent). An example questionnaire such as, "have you been able to express your views and feelings during those procedures?" coefficient alpha for this variable is 0.86. For prosedural justice the measurement adapted from Colquitt et al. (2001) to measure procedural justice. I used four items with likert scale. Response choice range from 1 (small extent) to 5 (large extent). An example questionnaire such as, "Has he/she treated you in a polite manner?" coefficient alpha for this variable is 0.91. Finally for measurement autonomy support adapted form that used by Van Harten, Eva Knies & Leisink (2016) and Park & Searcy (2012). Autonomy support consists of support from supervisor and support from environment. This study used eight items with likert scale. Five items are used to measure autonomy support from supervisor. Three items are used to measure autonomy support from work environment. Response choice range from 1 (very inaccurate) to 5 (very accurate). An example questionnaire of autonomy support from supervisor such as, "My supervisor gives me a great deal of choice about how to do my job and how to handle problem I encounter?". Autonomy support from supervisor have coefficient alpha 0.84. An example of item of autonomy support from environment is, "the following describing of the work atmosphere is trusting." Autonomy support from environment have coefficient alpha 0.89.

This study has tested the validity of measurement. Validity test used is principal component analysis or exploratory factor analysis. The measures are valid when factor loadings of the measures are above 0.5 (Hair et al., 2010). The results of exploratory analysis are shown in table 1.

Based on factor analysis, item procedural justice 4,5,6,7 have loading factor above 0.5 in one factors. So, procedural justice items that are valid are 4,5,6, and 7. Item 1,2,3 are not used in this measurement because they are not valid. All interactional justice items are valid. They are above 0.5. Then, some supervisor autonomy support items are valid. They are item 3,4,5,6,7. Item 1,2 are not used in this testing analysis because they are not valid. Environment autonomy support items that are valid are item 1,2,3. Item 4 is not valid. So, the items that are used for testing hypotheses are procedural justice 4,5,6,7, all interactional justice items, supervisor autonomy support 3,4,5,6,7, and environment autonomy support item 1,2,3.

Table 1
Exploratory Factor Analysis

Item	Factor (1)	Factor (2)	Factor (3)	Factor (4)
1. Have you been able to express your views and feelings during those procedures?	0.05	0.17	0.05	0.04
2. Have you had influence over the (outcome) arrived at by those procedures?	0.17	-0.02	0.12	-0.04
3. Have those procedures been applied consistently?	0.17	-0.05	0.15	0.09
4. Have those procedures been free of bias?	0.79	-0.04	0.05	0.12
5. Have those procedures been based on accurate information?	0.85	0.04	0.09	0.04
6. Have you been able to appeal the (outcome) arrived at by those procedures?	0.87	0.01	0.08	0.07
7. Have those procedures upheld ethical and moral standards	0.72	0.19	0.24	0.22
1. Has he/she treated you in a polite manner	0.04	0.90	0.10	0.18
2. Has he/she treated you with dignity?	0.05	0.91	0.12	0.14
3. Has he /she treated you with respect?	0.03	0.88	0.19	.0.23
4. Has he/she refrained from improper remark or comments?	0.06	0.73	0.25	0.09
1. My supervisor gives me a great deal of choice about how to do my job and how to handle problem I encounter	-0.01	0.22	0.48	0.31
2. The decisions made by supervisor give little consideration to the workers' situation.	-0.02	0.08	0.14	0.21
3. When a decisions needs to be made about how to do some aspect of my job, my supervisor asks for my opinion about it.	0.15	0.08	0.75	0.13
4. My supervisor seem to be concerned about all the employees. When making decisions they seem to consider what is best for the workers.	0.29	0.09	0.79	0.06
5. When I encounter a job-related problem, my supervisor usually solicits my input about how to solve it	0.18	0.12	0.81	0.93
6. The top managers consider carefully the impact of decisions on the workers' lives	-0.08	0.33	0.62	0.22
7. I feel able to share my feelings with my manager.	-0.01	0.30	0.62	0.24

Item	Factor (1)	Factor (2)	Factor (3)	Factor (4)
1.Cooperative	0.02	0.22	0.16	0.87
2. Supportive	0.13	0.15	0.18	0.86
3. Trusting	0.19	0.13	0.09	0.86
4. Constrained	0.17	0.23	0.21	0.36

Note: factor (1) Procedural Justice; factor (2) Interpersonal Justice; factor (3) Supervisor Autonomy Support; factor (4) Environment Autonomy support

RESULTS AND DISCUSSION

Table 2 shows the descriptive analysis for four variables. Correlation among variables are high and significant. The lowest correlation is between interpersonal justice and procedural justice. The other correlations are significant in $p \leq 0.05$. The highest correlation is between perceived supervisor autonomy support and perceived interpersonal justice.

Table 2
Descriptive and Correlation Analysis

No	Variables	Mean	SD	1	2	3	4
1.	Procedural Justice	2.78	0.64	-			
2.	Interpersonal Justice	3.54	0.73	0.15*	-		
3.	Supervisor Autonomy Support	3.52	0.71	0.32**	0.44**	-	
4.	Environment Autonomy Support	3.05	0.68	2.77**	0.39**	0.40**	-

* $p \leq 0.01$

** $p \leq 0.05$

Table 3 shows all testing all hypotheses, hypotheses 1,2,3,4. The testing used is regression analysis. The results show the effect of perceived autonomy support on perceived procedural justice as well as interpersonal justice. This study examines the relation of perceived autonomy support from supervisor and perceived procedural justice. This study also analyzes the relation of perceived autonomy support from supervisor and perceived interpersonal justice. Then, this research analyzes the relation of perceived autonomy support from environment and perceived procedural justice. Also, this research examines perceived autonomy support from environment and perceived interpersonal justice.

Table 3
Regression Analysis

Independent variables	Procedural Justice		Interpersonal Justice	
	Est.	P value	Est.	P value
Perceived Autonomy Support from Supervisor	0.25	≤ 0.00	0.34	≤ 0.00
Perceived Autonomy Support from Environment	0.18	≤ 0.00	0.26	≤ 0.00

Hypotheses 1 and 2 predict that perceived autonomy support both from supervisor and environment are positively related to perceived procedural justice. This study tested the hypothesis by regression analysis. The results show that perceived autonomy support from supervisor significantly predict perceived procedural justice ($\beta = 0.25, p \leq 0.00$). Also, perceived autonomy support from environment significantly predict perceived procedural justice ($\beta = 0.18, p \leq 0.00$). These results support Hypotheses 1 and 2.

Hypotheses 3 and 4 predict that perceived autonomy support both from supervisor and environment are positively related to perceived interpersonal justice. After regressing perceived autonomy support from supervisor on perceived interpersonal justice, the result shows that it has significant estimation ($\beta = 0.34, p \leq 0.00$). Perceived autonomy support from environment also has significant variance in interpersonal justice ($\beta = 0.26, p \leq 0.00$). Hypotheses 3 and 4 are supported.

Based on the results, individuals who perceive getting autonomy support from supervisor will perceive that there is procedural justice in their organization. They perceive that organization will meet their interest. Organization will satisfy their need. This empirical evidence supports the interest model. Individuals will perceive procedural justice in their organization when their interest are granted by decision maker. Autonomy is one of basic psychological need for human. Autonomy is individual's feel that all behavior is related to his/her job is based on her/his volition. He/She has never feel controlled and pushed for what his/her doing. Because autonomy is everyone basic need, everyone will pay an interest on autonomy support.

It is consistent with previous research tested the interest model as well, but he tested the effect of granted appeals. What happened in perceived procedural justice will be when individuals' appeals are granted. This research then extends to autonomy as individuals' basic need and in lecturer context.

This facts happen in lecturer context. Lecturers will perceive procedural justice when they are supported in their autonomy. The autonomy supports consist of provided chances giving many inputs to lecturers for many problem related to their job, asking many lecturers' opinions about decision related their job, considering carefully all decision related all lecturers' live, considering decision what the best for all lecturers, trusting on lecturers' capacity and capabilities for doing their job, and openness between lecturers and decision makers. This All supports can increase the feel of that lecturers' interest are granted. So, procedural justice in their environment are more perceived.

Also, perceived autonomy support from environment, individuals with perceived autonomy support from environment will perceive procedural justice in their organization. In this research, lecturer who perceive autonomy support from environment will perceive procedural justice. Organisation having autonomy support climate will provide an atmosphere which is full of trusting, supportive, cooperative and no constrained. Trusting, supporting and cooperative climate will increase the feel of autonomy. Lecturers feel free when doing their job. This feeling consists with the lecturers' need. So, they perceive that the decision maker are fair for implementing the procedure.

Individuals who perceive getting autonomy support from both supervisor and environment will perceive that there is interactional justice in their organization. When individuals perceive getting autonomy support, they believe that organization give guarantee that provide supporting for their basic needs. This assurance makes individuals feel treated with dignity and respectfully. So, when individuals perceive autonomy support, they will perceive that there is interpersonal justice in their organization. This argument supported by the result of this study. Lecturers that feel receive autonomy support from environment such, trusting atmosphere, supporting, cooperative will feel treated with dignity and appreciated. This condition makes lecturers perceive interactional justice in organization. This also happens in autonomy support from supervisor. When lecturers feel that decision maker giving chance for them to voice the input about many problem related their job, giving chance to voice opinions related decision about job, considering lecturers' lives, considering about the best for all lecturers, trusting on lecturers' capabilities, they will perceive that supervisor or decision maker treat them with dignity.

CONCLUSION

This study fills the gap in previous research that did not pay attention on the link of perception of basic psychological need support and justice. Based on basic need theory and interest model theory, this research can explain and give an empirical evidence about how perception of support of autonomy can build perception of procedural and interactional justice. This research concludes that perception of procedural and interactional justice can be built by making perception of supporting individual' autonomy both supervisor and environment.

IMPLICATION

This study has contribution for practical decision maker, that based on interest model theory of justice, perception of autonomy support can build perception of procedural justice and interactional justice. So, decision maker should consider how to make individuals' perception about autonomy support from supervisor and environment. Support from supervisor consists of providing many choice for subordinates to finish their job, making decision that considerate subordinates' situation, giving opportunity to receive inputs, opinions from subordinates, considering decision that has an impact on workers' lives, and the other supports. Supporting from environment consists of the atmosphere that is cooperative each other among workers, supporting each other, trusting each other. Indyastuti (2017) explores how autonomy can support in lecturer context. The research found that lecturers need the role, procedures that are flexible and not strict. For example, lecturers need flexible teaching scheduling, free from administrative task and complex procedure. Lecturers also need to be free from coercion and strict way for doing their job. It means that lecturers need to be free for choosing lecturing methods. Lecturers also need to get free for doing something that is not included their job or function, such as administrative task. The other supports are developing academic competence for lecturers, appreciation of work and performance.

Perception of autonomy support can increase perception of procedural justice and interactional justice. This perception can lead to trust of individuals in organisation on decision maker and organization (Mushonga, Thiagarajan & Torrance 2014). All of the consequences can lead to end result, individual performance.

When the other studies focused on how individual's can get control on decision making, how granted appeals can increase perceived of justice, beside of autonomy, supervisor also should pay attention to fulfill all need of their employees. Because, employees do not just have autonomy for their need, such as competence, relatedness, economic needs, and others. Basically, organization should consider to fulfill the basic need of employees. All basic needs are the goals of all individuals.

LIMITATIONS AND SUGGESTIONS

This study focuses on perception of autonomy support. Autonomy is one of three basic psychological needs. Basic psychological needs consist of autonomy, competence and relatedness. This study does not explain about competence and relatedness at all. Next research can focus on the relation of perception of competence and relatedness support and perception of justice. Next research should consider economic support for employee for increasing perception of justice. Goldman et al. (2008) found that economic fulfilling, interpersonal fulfilling and deontic need fulfilling affect perceive of discrimination. Discrimination is the same connotation with injustice. It means that the other need fulfilling can impact on perceive of justice.

The other limitation of this study is that this study only takes some universities in Purwokerto, Indonesia although this sampling has been taken by some considerations. This limited sample does not have significant problem for external validity because almost universities have same characteristics in variation of the variables in this study. This study suggests that the result can not be generated to all universities because there are no factors that influence the differentiation between this result and the facts in other universities. All universities have the same functions such as lecturing, conducting research, sharing the result, developing knowledge. This suggestion might be tested in future research at other universities in other city. It can assure the generalization.

This research uses survey method. This research also does not control many variables that are not observed and influence the dependent variables. Experimental methods can be used for the solution. So, next research needs to consider about using experimental design to increase internal validity.

This study uses cross sectional data. This data can not give enough evidence about causal relationship. Cross sectional data are also sensitive for common method bias. But, this study has hidden the variable name, so it can eliminate that bias. Next research can consider about longitudinal data or several time data.

This study is focused on lecturer context. This conclusion can not be generalized in other context. Different context might have different phenomenon. Next study can test this research model in other context in order to strengthen the result.

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